

STAFF RECRUITMENT AND SELECTION PROCEDURE

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Policy Lead	Chief Executive Officer
Approving Authority	Board of Directors
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Relevant legislation or external requirements	<p>Higher Education Standards Framework (Threshold Standards) 2021 (HESFs: 3.2)</p> <p>Australian Qualifications Framework (AQF) Tertiary Education Quality and Standards Agency Act 2011 (TEQSA Act) Anti-Discrimination Act 1977 (NSW) Australian Human Rights Commission:</p> <ul style="list-style-type: none"> • Age Discrimination Act 2004 • Australian Human Rights Commission Act 1986 • Disability Discrimination Act 1992 • Racial Discrimination Act 1975 • Sex Discrimination Act 1984 <p>Equal Opportunity Act 2010 Fair Work Act 2009 (Cth) Industrial Relations www.industrialrelations.nsw.gov.au Workplace information www.workplaceinfo.com.au</p>
Related ASA Documents	<p>Delegation of Authority Policy and Procedure Delegation of Authority Register Diversity and Equity Policy and Procedure Professional Equivalence Academic Qualifications Policy Professional Equivalence Academic Qualifications Procedure Records and Information Management Policy and Procedure Scholarly Activity Policy Scholarly Activity Procedure Sessional Academic Staff Employment Policy and Procedure Staff Code of Conduct Staff Handbook Staff Induction Policy Staff Induction Procedure Staff Recruitment and Selection Procedure Staff Performance Management Policy Staff Performance Management Procedure Staff Professional Development Policy Staff Professional Development Procedure Staff Promotions Policy Staff Promotions Procedure</p>

1. Purpose

This Procedure supports the commitment of the Australian School of Accounting (**ASA**) to recruit the most qualified and suitable staff in a process that is equitable, transparent, and free from bias or discrimination. This Procedure demonstrates that ASA aims for the highest ethical standards when managing staff appointments and respects and protects the privacy of all individuals.

2. Scope

This Procedure applies to all academic and non-academic staff at ASA, and all prospective employees and contractors to ASA.

3. Procedure

The following process table outlines the procedural steps involved in recruitment and selection of staff.

3.1 Recruitment		
a)	<p>Establish the Position</p> <p>Seek approval from the CEO to recruit for staff as per delegation identified in the <i>Staff Recruitment and Selection Policy</i>, Section 6.</p> <p>Analyse the job requirements and determine the knowledge, experience, qualifications, skills and abilities required for the position. Discuss with Human Resources (HR), to determine classification, salary, title, recruitment, and selection method.</p>	Authorised Officer and CEO
b)	<p>Position Description</p> <p>Develop or revise the Position Description to accurately reflect the duties and responsibilities of the position, with the key selection criteria to include:</p> <ul style="list-style-type: none"> • skills, knowledge and experience required; • role and responsibilities; • key task areas; • evidence of effectiveness; and • knowledge and understanding of a diverse range of students. <p>The replacement of an employee provides an ideal opportunity to review the key areas to accomplish in the role and to suggest appropriate changes. Position Descriptions and selection criteria are to be established and modified in conjunction with the CEO.</p>	Authorised Officer and CEO
c)	<p>Establish the Selection Panel composition and membership and contact members.</p> <p>Arrange the meeting time.</p> <p>An applicant may nominate a Panel member as a professional referee. If this is the case, check if an additional referee is available as a second source.</p>	Chair of Panel
d)	<p>Source Applicants via:</p> <ul style="list-style-type: none"> • advertising externally via the internet; • advise internal staff of advertising; • internal application; • personal recommendation/referral; or • recruitment agencies (CEO approval required). 	Chair of Panel

	<p>Ensure the method of advertising provides for an appropriate pool of qualified applicants to apply. All job advertisements must state the position.</p> <p>The CEO is required to approve any advertisement. The inclusion of working rights, and disclaimer re notification of non-successful applicants must be included.</p>	
<p>3.2 Selection</p>		
<p>a)</p>	<p>Short-listing</p> <p>Short-listing of applicants for the interview is based on the selection criteria developed from the Position Description. Short-listing can be done by:</p> <ul style="list-style-type: none"> • the Authorised Officer; • the Panel; • the CEO; or • any combination of the above. <p>If a Recruitment Agency is involved, they will short-list and interview a selection of candidates (based on a briefing from the Authorised Officer) and discuss with the Authorising Officer those selected for interview stage.</p> <p>The Selection Panel should include gender representation and will, at a minimum consist of:</p> <ul style="list-style-type: none"> • the immediate supervisor (or nominee) for the position as the Chair; and • a person with relevant expertise. • An additional person(s) may be included as Panel members if desired. <p>The Chair of the Selection Panel will:</p> <ul style="list-style-type: none"> • Ensure the Panel consists of the same members for the entire process. It is acknowledged that under unavoidable circumstances, at the discretion of the Chair, a Panel member may be substituted and/or co-opted provided that a new member can review the process to date and is in agreement about the short-listed applicants and/or the progress of the process to date. • Ensure that there is sufficient expertise on the Panel related to the advertised position and work required. • Ensure that the Panel does not include a person who has a personal and or familial relationship or may have some other conflict of interest or prior knowledge about any of the candidates applying for the role. If this is identified and unavoidable then CEO approval required. 	<p>Chair and Panel Members</p> <p>Recruitment Agency (if applicable)</p>

	<ul style="list-style-type: none"> • Establish the Panel and ensure transparency and confidentiality. • Ensure that the views of each of the Panel member are considered at all stages of the merit selection process and that each Panel member has input into the recommendation(s). • Ensure that all Panel members know their right to record their views in the Panel report which contains the Panel's recommendation(s), including their right to submit a minority report. • Be responsible for the final selection decision. 	
b)	<p>Interview</p> <p>Depending on the level of the position, several interviews may take place during the selection process. This may include one on one interviews (via phone or face to face) or a panel-type interview.</p> <p>The requirement to hold an interview may be waived, in circumstances when the person has been acting in the position for an extended period.</p> <p>Prior to the commencement of interviews:</p> <ul style="list-style-type: none"> • Prepare and agree on the questions to be asked of all applicants through the interview process. • Decide if any additional assessment method should be used – for example, presentations, case studies, and psychological assessment. • The Academic panel interview process includes each prospective hire running a mock class for the interview panel, followed by a formal interview. <p>Applicants should be briefed at the beginning of the interview on ASA, the position, and the conditions of employment. Interview questions should focus on the selection criteria, with follow-up questions to determine suitability.</p> <p>If applicants are provided through a Recruitment Agency the recruiter will advise those selected for interview of the interview details. The recruiter will notify any applicants not selected for interview.</p> <p>Academic appointments must meet the qualification requirements specified in the Position Description in order to comply with the Tertiary Education Quality and Standards Agency Act 2011 (TEQSA Act).</p> <p>The following general requirements apply to interview panels:</p> <ol style="list-style-type: none"> 1. Panel membership and number will be appropriate to the level and classification of the position. 	<p>Panel Members</p> <p>Recruitment agency (if applicable)</p>

	<ol style="list-style-type: none"> 2. Panel members must have an understanding of fair recruitment practices and declare any conflict of interest. 3. The structure of the interview should be decided in advance and questions allocated to panel members. 4. An Interview Agenda and Interview Question Table, with measures, will be prepared by the Panel Chair and distributed to panel members prior to the interview. 5. In the interests of consistency and equity, panellists must address standard questions to all candidates for the same position. All candidates must be given a similar allocated time frame to address critical issues during the interview. 6. Candidates must be given the opportunity to ask questions or raise other relevant issues. 7. At the conclusion of the panel interviews, the panel must confer and arrive at a consensus as to the suitability of each candidate, with the completed Interview Question Table submitted to the Panel Chair. 	
3.3 Reference Checks		
<p>a)</p>	<p>Recommendations for appointment must only be made once feedback is obtained from at least two referees. Referees must be able to provide feedback about an applicant from a work perspective. All reference check reports must be recorded and should be strictly work job-related, worded to address the requirements of the position.</p>	<p>Chair of Panel</p>
<p>b)</p>	<p>The Chair of the Panel (or delegate) may also conduct the following tests where appropriate:</p> <ul style="list-style-type: none"> • Police checks; • Working with Children checks; • medical clearance, in addition to a Statement of Health Declaration; • proof of Australian citizenship or Permanent Residency (PR) Status by providing original evidence of: • valid Australian Passport (photo identification page only); • Australian Citizenship certificate; • Certificate of Evidence of Citizenship; OR Australian Birth Certificate (extract or full copy); • a certificate must be accompanied by an Australian Passport or driver's licence for verification of identity. <p>For Australian permanent residents, an Australian permanent residence visa label, accompanied by a valid overseas Passport to confirm the identity of the visa holder must be produced. The copies of the original documents must be retained and signed as 'sighted' by the Authorised Officer or the Chair of the Panel.</p>	<p>Chair of Panel</p>

3.4 Qualification Integrity		
a)	<p>Non-Academic</p> <p>Administrative and support staff must meet the minimum standards prescribed by the CEO in consultation with the Academic Dean or Senior Management team member. As a rule, ASA expects all non-academic staff to have the qualifications, knowledge, and experience relevant to their role and responsibilities outlined in the position description.</p>	
b)	<p>Academic</p> <p>Academic qualifications must meet the minimum standards as outlined in the Australian Qualifications Standards (AQF). ASA expects all teaching academic staff to have a qualification at least one AQF level (or equivalent) above that of the highest qualification course they will be teaching and current (membership) registration to practice within the appropriate professional body (if relevant).</p> <p>ASA recognises that, in some cases, academic qualifications are not the sole appropriate measure for determining a person's suitability to deliver coursework teaching and the Academic Dean needs to follow the appropriate guidelines addressed in the <i>Professional Equivalence Academic Qualifications Policy</i> and associated procedure.</p>	
3.5 Employment Contract (Academic, Professional, and Administrative positions)		
a)	<p>Employment contracts are approved by the CEO, actioned by the Senior Management team members (if applicable, through the issuing of a Letter of Offer (Contract) by an Authorised Officer. The Letter of Offer becomes the Staff Employment Agreement once signed by the successful applicant.</p> <p>The Letter of Offer sets out the terms and conditions of employment for the prospective employee and has the legal status of a common law contract.</p> <p>The standard Letter of Offer cannot be changed unless approved by the CEO. The Letter of Offer must be signed by the applicant and returned as acceptance of the offer prior to the commencement date.</p>	CEO and Senior Management team
b)	<p>On receipt of the signed copy of Contract a file copy of Contract, position description, current CV with other relevant documentation are filed on the HR drive. If Chair of Panel does not have access to the HR drive then these documents are to be forwarded to the Accountant for filing.</p>	Chair of Panel Accountant
c)	<p>Accompanying the contract, the successful candidate should be sent a New Starter Pack as part of the pre-commencement induction and orientation process (refer to the <i>Staff Induction Policy</i> and associated procedure for further information). The New Starter Pack will include:</p>	Supervisor

	<ul style="list-style-type: none"> • Superannuation form • Tax file declaration form • New employee information form • Proof of identity checklist • Fair work information statement and acknowledgment form • Staff Code of Conduct • Other relevant policies and procedures • Link to the Educational Services (Post-Secondary Education) Award 2020. 	
3.6 Casual and Sessional staff appointments		
a)	<p>Casual and sessional staff are not required to undergo the full selection process detailed in this process table.</p> <p>However, these staff must meet the requirements for the role they undertake, and selection must occur in a non-discriminatory and fair manner.</p>	Academic Dean and Senior Management team
b)	<p>Casual staff are to be informed of their duties and responsibilities by their supervisor on the first day of their employment. An induction kit containing a list of duties must be provided and communicated. Senior Management team members may maintain a register of suitable persons wishing to undertake casual work, or source suitable candidates by open invitation.</p>	Senior Management team
c)	<p>Sessional staff for academic purposes are to be provided with casual contracts identifying their conditions of employment for the set period, outlining job requirements and responsibilities. Additionally, any specific requirements are identified in this document such as, classes and units to be delivered.</p>	Academic Dean
3.7 Fixed-term staff appointments		
a)	<p>A fixed-term contract is an employment for a specified period with a specific start and end date.</p> <p>Fixed-term contracts should be for the length of both the foreseeable need and funding, and should not be offered for more than two years.</p>	Various
b)	<p>The recruitment and selection process for fixed-term appointments is the same as for continuing staff as detailed above at 3.1-3.4.</p>	
3.8 Induction		
a)	<p>The immediate supervisor is responsible for inducting new staff into ASA, the position, and the workplace.</p> <p>New staff will be inducted in accordance with the <i>Staff Induction Policy</i> and associated procedure. Supervisors are to complete the <i>Induction and Onboarding Checklists</i> to ensure all relevant HR, IT, and setup functions are organised in a timely manner prior to staff member's commencement</p>	Supervisor

3.9 Probation		
a)	The standard period of probation for all ASA appointments is six (6) months.	
b)	During the 6-month probation period, the Supervisor is to meet on a monthly basis to discuss the new staff member's performance. This is to be recorded officially and copy provided each month to the employee, noting any areas of improvement that need to be addressed.	Supervisor
c)	Just prior to the completion of the 6-month probation period the Supervisor must make a determination and recommendation to the CEO as to whether the staff member's employment should be confirmed before the end of the probation period.	Supervisor and CEO
3.10 Record Keeping		
a)	All records including the application forms (with interview notes), verified qualifications, CV/résumé, reference checks, evidence of the right to work and the staff induction checklist will be maintained on the staff member's personnel file.	Chair of Panel

4. Responsibilities

4.1 Chief Executive Officer

- Authorising the recruitment of existing or new vacancies;
- Approval of advertisements for jobs;
- Approval of newly created or amended Position Descriptions; and
- Ensuring budget is approved and available for salaries.

4.2 Senior Management Team

The Senior Management Team will be responsible for:

- Organising the recruitment of existing or new vacancies as approved by the CEO;
- Conducting an analysis of resource requirements;
- The screening of shortlisted candidates;
- Creating a job advertisement based on the job description;
- Advertising the job;
- Arranging interviews;
- Coordinating the interview panel;
- Being a member of the interview panel (if appropriate);
- Performing reference checks and qualification verification;
- Preparing the offer;
- Issuing the offer and new starter pack to successful candidates;
- Creating or amending position descriptions associated to their areas of responsibility; and

- Annually reviewing human resource requirements and applying for financial budget.

4.3 Accountant (Human Resources)

The Accountant (Human Resources) will be responsible for:

- Maintaining recruitment and selection records;
- Maintaining and updating as required the new starter pack;
- Ensuring all staff details are received from Supervisor to enable payroll to be initiated; and
- Gathering proof of identification for successful candidates and ensuring required paperwork is completed and returned.

5. Version Control

This Procedure has been reviewed and approved by the Australian School of Accounting Board of Directors as at March 2024 and is reviewed every three years.

Change and Version Control				
Version	Authored by	Brief Description of the changes	Date Approved:	Effective Date:
2024.1	CEO and Academic Dean	Updated policy to include HESF references, changes in regulatory compliances. Benchmarked against 6 other Higher Education Providers	01/03/2024	08/03/2024
Previous version archived. New Policy code and numbering system implemented.				
3.0	Replaced previous versions	Academic Board approval	5/10/2022	